



Moving Forward

Families Advancing to Self-Reliance

**Housing Authority of the City of Charlotte
Fiscal Year 2014 – 2015 Moving Forward Annual Plan
A. Fulton Meachem, Jr., CEO/President**

Updated 06/18/2014

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Mission Statement

The mission of the Charlotte Housing Authority is to develop, operate, and provide quality housing in sustainable communities of choice for residents of diverse incomes.

Fair Housing Statement

The Charlotte Housing Authority is a fair housing provider. We do not make any preference, limitation or discrimination because of race, color, religion, sex, handicap, familial status, or national origin.

Equal Employment Opportunity Statement

The Charlotte Housing Authority is an equal opportunity employer and complies with all federal and state laws, regulations and executive orders regarding employment.

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I. Introduction

The Moving To Work (MTW) Demonstration program was created to act as a laboratory for Agencies to design and test different strategies of providing housing assistance, providing exemptions from the regulatory and administrative framework imposed on other housing authorities. CHA benefits from participation, among 39 other housing agencies, by being able to request exemptions from HUD regulations governing both the public housing and Housing Choice Voucher programs. In addition to the exemptions, CHA has the flexibility to combine federal public housing operating subsidies, tenant-based assistance (HCV), and capital improvements in a single MTW account that can be used to fund a variety of activities (single fund budget flexibility).

Locally, CHA refers to Moving To Work as Moving Forward, symbolizing the direction the flexibility enables the agency, its customers and the City of Charlotte to move towards. Using the MTW flexibility, CHA has seen an increase in its investment portfolio, affordable units developed and the number of customers provided case management and supportive services. CHA's customers have had the benefit of a rent calculation activity that allows rent to stay the same if income increases remain within the established \$2,500 rent band. Also, CHA created an incentive account which escrows a portion of the rent paid, if earned income is present in the household, and the sources of income reaches a \$12,500 household threshold. Families have also realized improved communities via the security initiatives implemented. In the Charlotte community, CHA has partnered with supportive housing providers to provide subsidies, project-based vouchers and gap financing which enabled them to serve targeted populations including the elderly, disabled and homeless. In addition, CHA plans to continue its efforts to work with community partners to revitalize the Tarlton Hills development/Biddleville neighborhood by applying for a Choice Neighborhoods Initiative Planning Grant in 2014.

During FY2015, CHA will Implement MTW activities that reduce administrative burdens and expand housing choices such as: 1) Streamline Project Based Voucher and Public Housing regulations; 2) Biennial Inspections of Housing Choice Voucher units 3) Implement a Public Housing No Assistance Termination Policy; and continue the ongoing MTW activities detailed in the FY2014 Annual Plan.

Activities using single fund budget flexibility and non MTW activities are detailed in Appendix N.



In April 2013, CHA announced a 2.1 million dollar funding gap in federal funds budgeted and what would be received in order to administer Public Housing, Housing Choice Voucher and Capital Fund programs in the City of Charlotte. In light of the impact, the agency has implemented the following:

1. Staff furloughs throughout the fiscal year
2. No merit increases
3. Reduction in staff and re-allocation of some employees
4. Elimination of service programs not implemented and other operating cost reductions

Sequestration was not the cause, but certainly was factored into some of the decisions made for the future of the agency. CHA's leadership team held a strategic planning session developing a substantive Five-Year Strategic Plan. The strategic plan incorporated the proposal of a new mission statement: *The mission of the Charlotte Housing Authority is to develop, operate, and provide quality housing in sustainable communities of choice for residents of diverse incomes.*

The following goals and objectives were created to serve as the agency blueprint for the coming years. Those items that are listed under Non-MTW mean that a waiver is not required to implement the activity.

Short Term Plan

Goal: Become Charlotte's premier housing and community development organization through excellent customer service.

Objective: Ensure that clients' interactions with the agency and its staff are always positive and helpful, whether they are online, over the phone, or in person.

Non-MTW Strategies Proposed (may require the use of Single-Fund Budget Flexibility which is MTW)

1. Implement an improved technological phone system and community hotline.
2. Update website to allow service providers and developers to seamlessly bid for CHA's contracts.
3. Implement new software portals that enable landlords, vendors, residents, and applicants to obtain information on demand.

4. Form a Compliance Department to conduct continuous assessments for regulatory, programmatic and policy compliance.

Goal: Maintain and increase revenue by pursuing entrepreneurial activities and grant funding.

Objective: Continue to provide housing and support services despite the paucity of federal money-

Non-MTW Strategies Proposed

1. Seek grant funding from regional organizations that share the agency mission.
2. Explore opportunities for a number of fee generating activities.

MTW Strategies Proposed

1. Collaborate more with Charlotte's philanthropic, faith-based, and governmental organizations, seeking assistance with CHA's current initiatives or supplemental services for its lower income clientele.

Goal: Seek efficient, outcome-driven partnerships that further CHA's mission.

Objective: Streamline efforts by engaging in partnerships that utilize the comparative advantage of the involved parties, promoting efficiency and generating mutual benefits.

Non-MTW Strategies Proposed

1. Identify criteria to assess CHA's collaborators.

Long Term Plan

Goal: Become Charlotte's premier housing and community development organization through excellent customer service.

Objective: Ensure that clients' interactions with the agency and its staff are always positive and helpful, whether they are online, over the phone, or in person.

Non-MTW Strategies Proposed

1. Recruit and retain skilled, dedicated employees through the development of a comprehensive recruitment, orientation, and continuing education series known as CHA University.

Goal: Create vibrant, healthy communities of choice for residents that qualify for federal housing assistance, while collaborating with others to reach those with special needs.

Objective: Strive to locate housing for families in neighborhoods that are well-resourced.

MTW Strategies Proposed:

1. Continue to partner with the healthcare and social service providers who best meet the needs of the mentally ill and chronically homeless
2. Consider process to strategically invest housing resources to maximize the return on its investment.
3. Expand the supply of permanent mixed-income units in Charlotte.

Goal: Provide programs and services that measurably increase residents' quality of life.

Objective: Continue providing the agency's clients with tools for their success.

MTW Strategies Proposed:

1. Re-tool the supportive programs for a targeted approach, providing resources to those populations that stand to benefit the most.

Goal: Maintain and increase revenue by pursuing entrepreneurial activities and grant funding.

Objective: Continue to provide housing and support services despite the paucity of federal money.

Non-MTW Strategies Proposed

1. Consider expanding agency role in the region by offering its services to smaller, local housing authorities.
2. Undertake projects such as self-development of mixed-income housing; commercial and market-rate development within mixed-use, mixed-income settings; third-party management; and technical assistance.

II. Housing Stock Information

The information contained in this section is per a HUD mandated template. It contains information on housing options for the Charlotte Housing Authority's Public Housing and Housing Choice Voucher (also known as Section 8) Programs.

Form 50900: Elements for the Annual MTW Plan and Annual MTW Report

Attachment B

(II) General Housing Authority Operating Information

Annual MTW Plan

II.1.Plan.HousingStock

A. MTW Plan: Housing Stock Information

Planned New Public Housing Units to be Added During the Fiscal Year

AMP Name and Number	Bedroom Size							Total Units	Population Type *	# of UFAS Units	
	0	1	2	3	4	5	6 +			Fully Accessible	Adaptable
Moor e Place II/TB D	14							14	Elderly	TBD	TBD
Edwi n Towe rs/6		1						1	Elderly	12	0

Total Public Housing Units to be Added

15

*** Select Population Type from:** Elderly, Disabled, General,
Elderly/Disabled, Other

If Other, please
describe:

N/A

Planned Public Housing Units to be Removed During the Fiscal Year

PIC Dev. # / AMP P and PIC Dev. Name	Number of Units to be Removed	Explanation for Removal
NC0 0300 0058 AMP #7 Strawn Cottages	32	The Charlotte Housing Authority has identified the Strawn site located at 1301 South Boulevard, Charlotte, NC 28203 as a candidate for demolition and disposition. This 16.2 acre property contains CHA's former administrative offices, an activity center and 122 residential cottages that have been identified as obsolete and is underutilized. A cost effective approach to correcting the deficiencies is not readily available and redeveloping the site supports the long term viability of the site. The Strawn Master Plan proposes to replace the existing affordable housing units in a mixed-use and mixed-income community on the same site. The density and intensity of the land use will be dictated by each phase of development.
NC0 0300 002 AMP 22 Hall House	191	CHA's strategy for Hall House is to redevelop the entire 2.2 acre site into a thriving mixed-use development comprised of residential and commercial space that offers the best opportunity for long-term sustainability. The property ownership will be transferred to Horizon Development Properties, Inc., a subsidiary of the Charlotte Housing Authority.

Total
of
Units
to be
Remo
ved

223

New Housing Choice Vouchers to be Project-Based During the Fiscal Year

Property Name	Anticipated Number of New Vouchers to be Project-Based *	Description of Project
A Stable Home	50	Collaboration between A Childs Place, Charlotte-Mecklenburg School System, Mecklenburg County and CHA to provide stability for homeless school children and their families
Affordable Supportive Housing	50	Coordinated effort of the City of Charlotte, Mecklenburg County and CHA to provide funds for rental assistance, supportive services and housing development for supportive housing (35 Moore Place – Supportive housing for chronically homeless adults at Moore Place and 15 McCreesh – Supportive housing for men with severe disabilities who are homeless or at risk of becoming homeless for the Scattered Families)
Residences	23	HOPE VI Revitalization family development
Lofts	38	HOPE VI Revitalization family development
Park and Marsh	92	New construction of senior housing development

Anticipated Total New Vouchers to be Project-Based

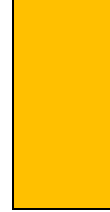
253

Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year
Anticipated Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the

767

675

Fiscal Year



*New refers to tenant-based vouchers that are being project-based for the first time. The count should only include agreements in which a HAP agreement will be in place by the end of the year.

Other Changes to the Housing Stock Anticipated During the Fiscal Year

Edwin Towers, 175 units offline for modernization

Tall Oaks (50 units) - CHA plans to make an application to the Special Application Center (SAC) in calendar year 2014 to seek approval to relocate residents and demolish the existing buildings in order to redevelop the property as a mixed-income development.

Strawn Cottages will begin relocating households. Demolition date not scheduled.

Examples of the types of other changes can include but are not limited to units that are held off-line due to the relocation of residents, units that are off-line due to substantial rehabilitation and potential plans for acquiring units.

General Description of All Planned Capital Fund Expenditures During the Plan Year

The following sites are included in the Planned Capital Projects list: Autumn Place (reroofing, replace HVAC, refrigerators, commercial water heaters, elevator modernization, tree trimming), Charlottetown (tree trimming), Claremont (kitchen and bath upgrades, replace interior hollow wood core doors, site work, tree trimming, relocation), Edwin Towers (tree trimming), Leafcrest (tree trimming, replace siding with Hardie), Meadow Oaks (replace flooring, exterior entry doors, remove and replace interior solid core wood doors, exterior staircase replacement, tree trimming relocation), Parktowne out parcel (tree trimming), Savanna Woods (replace flooring, kitchen and bath upgrades, install HVA and replace water heaters, exterior entry doors, replace interior wood core doors, interior painting, electrical upgrades, erosion control, design and permits, relocation, landscape), Southside (parking/driveway/sidewalk repair,

kitchen appliances, tree trimming), Strawn out-parcel (tree trimming), Victoria Square (replace siding and windows, kitchen and bath upgrades, replace flooring, tree trimming, relocation), and Wallace Woods (landscape/grading/sidewalk). There will be relocation of 12 households for Savanna Woods, 10 at Claremont, 12 at Victoria Square and 8 at Meadow Oaks. CHA plans to temporarily absorb as many of these in existing property vacancies and the remainder will be temporarily provided Housing Choice Vouchers. At the completion of the project renovations, all households will be placed back at their respective communities. Therefore, the occupied/leased rate impact is not known at this time. Additionally, an unspecified property will receive two units with wheel chair accessibility. The capital projects are based on the needs assessment for expected life span of the equipment. See Appendix R Capital Projects Budget FY14-15 for specific general work descriptions.

II.2. Plan. Leasing

B. MTW Plan: Leasing Information

Planned Number of Households Served at the End of the Fiscal Year

MTW Households to be Served Through:	Planned Number of Households to be Served*	Planned Number of Unit Months Occupied/Leased***
Federal MTW Public Housing Units to be Leased	3,255	39,060
Federal MTW Voucher (HCV) Units to be Utilized	4356	52,272
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Property-Based Assistance Programs **	844	10,128
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Tenant-Based Assistance Programs **	50	600
Total Households Projected to be Served	8505	102,060

* Calculated by dividing the planned number of unit months occupied/leased by 12.

** In instances when a local, non-traditional program provides a certain subsidy level but does not specify a number of units/households to be served, the PHA should estimate the number of households to be served.

***Unit Months Occupied/Leased is the total number of months the PHA has leased/occupied units, according to unit category during the fiscal year.

Reporting Compliance with Statutory MTW Requirements

If the PHA has been out of compliance with any of the required statutory MTW requirements listed in Section II(C) of the Standard MTW Agreement, the PHA will provide a narrative discussion and a plan as to how it will return to compliance. If the PHA is currently in compliance, no discussion or reporting is necessary.

The agency has not been out of compliance with required statutory MTW requirements.

Description of any Anticipated Issues Related to Leasing of Public Housing, Housing Choice Vouchers and/or Local, Non-Traditional Units and Possible Solutions

Housing Program	Description of Anticipated Leasing Issues and Possible Solutions
HCV	The utilization will fluctuate around 95% while the agency sets aside vouchers to serve future potential project- based voucher commitments
N/A	N/A
N/A	N/A

II.3.Plan.WaitList

C. MTW Plan: Wait List Information

Wait List Information Projected for the Beginning of the Fiscal Year

Housing Program(s) *	Wait List Type**	Number of Households on Wait List	Wait List Open, Partially Open or Closed* **	Are There Plans to Open the Wait List During the Fiscal Year
Housing Choice Voucher	Central	# 1,169	Closed	Yes
Project Based Voucher	Site-Based	631	Open	Yes
Public Housing	Site-Based	3,766	Open	Yes
Public Housing 3rd party managed	Site-Based	1,746	Open	Yes

Rows for additional waiting lists may be added, if needed.

* *Select Housing Program:* Federal MTW Public Housing Units; Federal MTW Housing Choice Voucher Program; Federal non-MTW Housing Choice Voucher Units; Tenant-Based Local, Non-Traditional MTW Housing Assistance Program; Project-Based Local, Non-Traditional MTW Housing Assistance Program; and Combined Tenant-Based and Project-Based Local, Non-Traditional MTW Housing Assistance Program.

** *Select Wait List Types:* Community-Wide, Site-Based, Merged (Combined Public Housing or Voucher Wait List), Program Specific (Limited by HUD or Local PHA Rules to Certain Categories of Households which are Described in the Rules for Program Participation), None (If the Program is a New Wait List, Not an Existing Wait List), or Other (Please Provide a Brief Description of this Wait List Type).

*** For Partially Open Wait Lists, provide a description of the populations for which the waiting list is open.

The PH waitlists are open for all sites, with the exception of Strawn Cottages

The HCV wait list will be exhausted by FY15, so it is anticipated they will need to open the wait list

The PH has an estimated 12% turnover rate, therefore we anticipate at least 6 sites closing their wait list before or by FY15

If Local, Non-Traditional Housing Program, please describe:

N/A

N/A

N/A

If Other Wait List Type, please describe:

N/A

N/A

N/A

If there are any changes to the organizational structure of the wait list or policy changes regarding the wait list, provide a narrative detailing these changes.

N/A

III. Proposed MTW Activities: HUD approval requested

All ongoing and proposed activities will be part of the evaluation being conducted by the Center for Urban and Regional Studies at The University of North Carolina at Chapel Hill. The evaluation report is presented in Appendix D in this Plan.

Activity Description

2015-1 Streamline Project-Based Vouchers (PBV) and Public Housing Regulations (ONLY APPLICABLE TO DEVELOPMENTS WITH PBV AND PH AT THE SAME DEVELOPMENT): CHA would like to modify its Project-Based voucher (PBV) and Public Housing policies to blend the program and simplify administration when units reside in the same development/building. Property managers and residents have found the programs complex to administer. The management would continue to keep separate waiting lists, however they would be permitted to use the same tenant selection plan, grievance policy, Uniform Physical Condition Standards (UPCS- which is typically associated with public housing program) or Housing Quality Standards (HQS - which is typically associated with Housing Choice Voucher program) inspections, and termination procedures for both programs. UPCS does not require initial inspections as HQS inspections do. However, based on CHA's MTW Agreement, the PBV units will maintain initial inspections (which can utilize on-site maintenance supervisor completion of the move-in inspection per UPCS protocol. A standard move-in form will be used. A standardized system of inspections such as UPCS ensures decent, safe and sanitary housing and minimizes the risk of substandard housing. Additionally, simplifying inspections to single inspections decreases risk, as well as errors in inspections which have to comply with multiple inspection standards. The PBV and PH units will both be monitored for quality control by CHA Asset Managers quarterly visits, annual third party UPCS inspections and REAC annual inspections if the property elects UPCS inspections.

The management of each development would create policies for eligibility, grievance, inspection and terminations which would be approved by CHA's Administrative staff. CHA will charge a fee if the third party management uses CHA's grievance panel. Third party

management firms may also be responsible for costs associated with annual and/or initial property inspections.

As part of its “Streamline Project-Based Vouchers and Public Housing Regulations” initiative, CHA will review the feasibility of converting existing public housing sites to project-based vouchers or contracts under the Rental Assistance Demonstration (RAD) program, subject to a determination that RAD conversion would: a) support the revitalization and long-term preservation of selected RAD sites; b) be financially feasible; and, c) provide adequate protections for current and future tenants. CHA may utilize MTW flexibility and MTW Block Grant funds in its RAD transactions subject to HUD approval. To the extent approvable by HUD on an individual transaction basis, CHA may utilize and combine other MTW funds to support the financial feasibility of RAD transactions including construction and ongoing operating costs. CHA may consider RAD conversion for its public housing portfolio based on an analysis of capital needs and financial feasibility.

- A. The activity would achieve cost savings, as well as increase housing choices. By blending the program policies, the development would have consistent, uniformed operations. It would also promote new partnerships which may result in new housing opportunities.
- B. CHA anticipates that properties will elect to use UPCS inspections instead of HQS inspections resulting in cost savings and increased administrative efficiency. Traditionally, the Agency’s per unit cost of UPCS inspections are only 18% of the cost of conducting an HQS inspection. Properties that elect to utilize UPCS inspections would be allowed to self-certify initial move-in inspections thereby decreasing the number of days a unit remains vacant. Additionally, improved program efficiency will encourage participation of additional Third Party management companies increasing the number of affordable housing opportunities available to families served.
- C. CHA proposes to implement the streamlined process in April 2014.

E. Metric	F. Baseline	G. Benchmark	H. Final Projected Outcome
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CE#1 Agency Cost Savings			
Decrease in total cost of Initial Third Party HQS Inspection in dollars	FY2013 The current cost of HQS third party inspections is \$55	Expected to decrease cost of initial third party HQS inspections after implementation to \$0/Self-certification of Initial inspections conducted by property management	Actual cost of inspections after implementation:
Decrease in total cost of Annual Third Party HQS Inspection in dollars	FY2013 The current cost of Annual HQS inspection is \$55 per unit	Expected to decrease the cost of Annual Third Party HQS to \$10 per unit using UPCS Inspections	Actual cost of inspections after implementation
CE#2: Staff Time Savings			
Decrease total time to complete the Inspections in staff hours.	Total amount of staff time dedicated to Inspections prior to implementation of the activity is 272 hours	Expected amount of total staff time dedicated to Inspections after implementation of the activity is not expected to decrease due to potential of increased units and all units will continue to receive an annual inspection.	
CE#3: Decrease in Error Rate of Task Execution			
Decrease in the average percent error rate in completing HQS inspections at	The average percent failed HQS inspections prior to	The expected average percent failed HQS inspections after implementation	

mixed developments	implementation is 4%	is 0%.	
Decrease in the average percent error rate in completing annual UPCS inspections at mixed developments	There is a 14.99% error rate prior to implementation of this activity	CHA anticipates no change in the error rate in the first year of implementation.	

Note: Appendix B lists the developments and unit type mix

- I. The number of new partnerships will be compiled annually by the agency Special Projects Manager using Project-Based Voucher contracts in place for developments with PBV and public housing. The cost savings for inspections will be calculated using HQS third party per unit inspection fee minus the UPCS contract per unit fee multiplied by the number of units inspected annually.
- J. Attachment C. B.2. Partnerships with For-Profit and Non-Profit Entities provides the flexibility for the agency to partner with for-profit and non-profit entities, including mixed-income, mixed-finance development partners and third party management companies, as well as affiliates and instrumentalities of the Agency, to implement and develop all or some of the initiatives that may comprise the Agency's MTW Demonstration Program.

Attachment C. C.9.a. Simplification of Property Management Practices authorizes the agency to simplify property management practices to deploy a risk management approach in establishing property and system inspection protocols and frequencies in lieu of the HUD requirements of annual inspections by Agencies, as long as these protocols assure that housing units assisted under the demonstration meet housing quality standards approved or established by the Secretary.

Attachment C. C.9.b. Simplification of Property Management Practices authorizes the agency to develop and adopt a new form of local lease and establish community rules, grievance procedures, tenant self-sufficiency requirements and reasonable tenant fees based on proven

private management models (subject to State and local laws), provided that no-cause evictions are not permitted.

- K. The authorization is needed to provide the agency's third party management the least restrictive regulatory requirements allowable.



- A. **2015-2 Biennial Inspection of Housing Choice Voucher Units**: CHA seeks to streamline its Housing Quality Standards (HQS) process. HUD requires that HQS inspections be conducted yearly on all HCV units. CHA proposes to modify the frequency of HQS inspections by inspecting qualifying housing stock biennially. Only properties and units that meet certain criteria will be categorized as a High Performance Unit (HPU), thus qualifying for biennial inspections.

A HPU shall be defined under the following criteria:

A minimum of two (2) consecutive passed inspections. Any combination of inspections may be considered to qualify [i.e. (2) consecutive annual inspections (1) annual inspection and (1) initial inspection, (1) initial inspection (resident move) and (1) annual which may fall within the same year, (2) consecutive initial inspections].

As part of the HPU designation process, an owner/landlord is **required** to attend a certification seminar offered by CHA HCV inspectors and administrative staff. HQS Certification Seminar highlights may include, but not be limited to, the following:

- Updates and changes to HQS standards
- Statistical summary on items that cause a high % of first-time inspection failures
- Inspection procedures, techniques and expectations
- Thorough review of HUD 52580-A Inspection Form (long version)

During the year that CHA is not conducting an inspection, the landlord and/or property manager will be supplied and required to complete and return a current HUD 52580-A Inspection Form (long version). The landlord and/or property manager will have 60 days to submit this form to CHA. The 60-day period will be based on the anniversary date of the last HQS inspection. The landlord and/or property manager, in conjunction with the participant, will be tasked with completing the form, acknowledging the completion of the form, and returning it to CHA by the specified due date. Failure to return the form within the 60-day period will de-designate the

property as a HPU, thus removing this property from a biennial inspection status. Immediately upon termination, a previously designated HPU will automatically revert to an annual scheduled system which will be conducted by CHA. CHA will continue to review public tax records to ensure that there are no tax liens on the properties.

Additionally, all complaints filed by neighbors, participants, landlords and/or property managers, amongst others, shall be internally investigated to ensure the integrity of the program. Any negative finding shall result in the immediate termination from the HPU program. HPU designated properties shall be subject to random yearly compliance inspections. Failure of a random quality inspection shall also be terms for immediate removal from the program. A minimum of 10% of properties designated as HPU's shall be randomly inspected by CHA on an annual basis to ensure compliance within the program.

- B. The activity will allow the agency to reduce administrative costs and increase its efficiency. The amount of staff time, cost of mailing notices and vehicle gas and maintenance will all be reduced.
- C. By instituting this program on high performing assets, the goal is to alleviate the agency's current administrative burden and volume further impacted by increased annual port-ins, additional vehicle travel, and additional notifications and mailings.
- D. CHA would like to implement the process April 1, 2014.

E. Metric	F. Baseline	G. Benchmark	H. Final Projected Outcome
CE#1: Agency Cost Savings			
Decrease in the total cost of HQS tenant based inspections	The activity costs \$514,675 in FY2014 (\$35x14,705) prior to implementation	The activity is expected to cost \$460,880 in FY2015 after implementation	Actual cost of task after implementation of the activity (in dollars)

CE#2: Staff Time Savings			
Decrease in total staff time to complete HQS tenant based inspections	There are 7,677 hours of staff time dedicated to the task in FY2014 prior to implementation of activity	The activity is expected to take 7,241 hours of staff time in FY2015 after implementation of the activity	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours)
CE#3: Decrease in Error Rate of Task Execution			
Average percent error rate in completing the HQS tenant based inspections	Average error rate of HQS tenant based inspections is 58% fail rate prior to implementation of the biennial inspection activity	Expected average error rate of HQS tenant based inspections is 29% after implementation of biennial inspection activity	

In FY2014, CHA conducted approximately 14,705 tenant-based inspections. This includes initial, annual and re-inspections. By implementing this proposed activity, CHA anticipates reducing this number by 10% during FY2015 (April 1, 2014 – March 31, 2015), with corresponding reductions in subsequent years after implementing the incentive to self-certify, as well enforcing the disincentive of fines.

I. Data will be collected from the following:

- Analysis of staff time spent on HQS inspections and associated costs
- CHA database system to measure the number of HQS inspections including failed and special inspections
- Public records to verify current paid property taxes

J. This proposed activity is authorized using the waiver in Attachment C, Section D(5) Ability to certify Housing Quality Standards that certifies housing assisted under MTW will meet housing quality standards established or approved by HUD.

K. CHA needs the authorization to streamline the inspection process.



A. **2015-3 Public Housing No Assistance Termination Policy (MIXED-INCOME COMMUNITIES**

ONLY): CHA requests a waiver to terminate the housing of participants that reach the ceiling/market rent of the community and has income that qualifies them to pay that rent for 6 months. The household will be considered “graduated”, however, they will remain in the unit and the next market rate unit which becomes available will become a public housing unit. This policy is similar to the Housing Choice Voucher program which terminates participants after 6 months of no Housing Assistance Payment (\$0 assistance).

B. The activity will increase housing choices since persons with ample income will be positioned in market rate units, freeing up public housing units for eligible households on the wait list.

C. The impact of this activity will be an increase in available public housing units at mixed income properties.

D. CHA would like to begin using the flexibility in April 2014.

E. Metric	F. Baseline	G. Benchmark	H. Final Projected Outcome
HC#1: Additional Units of Housing Made Available			
Increase in the number of new public housing units made available for households at or below 80% AMI at mixed income communities as a result of the activity.	There are 2 housing units occupied by persons over 80% of AMI that can be leased to households at or below 80% AMI	There are 3 additional housing unit of this type expected after implementation	

	at mixed income communities prior to the start of the activity.		
HC#3: Decrease in Wait List Time			
Decrease in the average applicant time on wait list in months	The average wait time prior to implementation is 36 months	The average wait time for FY15 will be 36 months. CHA expects to see decrease in wait time in future years as more FSS participants reach the 5 year graduation mark.	

I. Data will be collected from the following:

The Compliance Manager would receive a request from property managers to exchange public housing units for tax credit or market units. The request would only be granted if the person is paying ceiling rent and wants to stay in the community. The Compliance Manager would make the change in PIC. A PIC report would be run annually to identify the number of units that are ACC and non ACC. Property managers would be alerted to households meeting the income criteria by receiving a notice from CHA's Yardi software that the household exceeds the very low income limit and the TTP is higher than FMR.

J. This proposed activity is authorized using the waiver in Attachment C. C.5. Use of Public Housing as an Incentive for Economic Progress to modify current public housing occupancy policies to use housing as an incentive for making economic progress, as long as Section II.C. of the MTW Agreement is adhered to. Such modifications may include revising maximum income limits for admission or continued occupancy. Families denied admission or continued occupancy shall continue to be entitled to the right to an informal hearing.

K. CHA requires this waiver to make public housing units available that are being occupied by persons at more than 80% of the area median income.

IV. Approved MTW Activities: HUD approval previously granted

All ongoing and proposed activities will be part of the evaluation being conducted by the Center for Urban and Regional Studies at The University of North Carolina at Chapel Hill. The evaluation report is presented as Appendix D in this Plan.

Implemented Activities

2009 - 1 Agency Wide Biennial Reexamination

1. CHA was approved in FY2009 to conduct biennial recertifications (no less than once every 24 months) for elderly and disabled households instead of the current annual regulation. The agency implemented the activity for elderly and disabled households in FY2011 (December 2010). CHA was approved to expand this modification in 2013 to include all CHA managed communities and the HCV households, regardless of sources of income or type of family. The activity was implemented agency wide in October 2013.
2. Changes in income, expenses, family composition, etc. must still be reported in the administrative policy timeframes, and standard allowances and deductions continue to apply. CHA has no limits on the number of interim recertifications processed annually at the family's request. Any changes that result in an increase in rent will be documented, but not processed until recertification. Criminal background checks will continue to be conducted annually for all household members ages 16 and older. Additionally, Enterprise Income Verification (EIV) will still be used during recertification.

Households with an anniversary in odd months will be recertified in odd years (i.e. November - 2013) and households with an even month anniversary will be recertified in even years (October - 2014). There will be no change in the biennial recertification process for elderly and disabled.

Minimum renters will not be required to complete 90-day minimum rent reviews; however, a property manager may provide resource guidance for the household.

The households that are eligible for reexamination in October 2013 were skipped this year and those with a November anniversary date were reexamined in 2013.

Metric	Baseline	FY2015 Benchmark	Outcome	Benchmark Achieved
CE#1: Agency Cost Savings				
Decrease in the cost of postage for biennial reexaminations in dollars	Cost of postage for reexaminations prior to implementation of biennial reexaminations is \$1,973	Projected cost of postage for reexaminations after implementation of biennial reexaminations is \$994	Implemented October 2013	
CE#2: Staff Time Savings				
Decrease the time to complete the task in staff hours	PH 158.5 work days HCV 272 work days	PH 82 work days HCV 138 work days	Implemented October 2013	
CE#3: Decrease in Error Rate of Task Execution				
Decrease in the percentage of average error rate in completing Biennial Reexaminations	CHA has a 0% average error rate for PH biennial reexaminations and .06% error rate for HCV biennial reexaminations	CHA anticipates a 1% error rate for both programs in FY2015	Implemented October 2013	
CE#5: Increase in Agency Rental Revenue				
Increase in rental revenue in dollars	CHA had rental revenue of \$4,780,995.99	CHA anticipates rental revenue of \$3,723,776 for FY2015	CHA rental revenue was \$3,634,707 in FY2014	

SS#1: Increase in Household Income				
Average earned income of households participating in the activity	Average earned income prior to implementation \$13,326	Expected average after implementation (2.5% increase) \$13,659	As of Sept 2013 the average earned income is \$14,572	TBD
SS#8: Households Transitioned to Self Sufficiency				
Increase in number of households transitioned to self sufficiency (positive move out with no subsidy assistance).	Households transitioned to self-sufficiency (positive move out with no subsidy assistance) prior to implementation of the activity is 0.	Expected households transitioned to self-sufficiency (positive move out with no subsidy assistance) after implementation of the activity is 25.	TBD	

3. There are no changes or modifications to the activity as proposed and approved.
4. CHA modified the metrics, baseline and benchmarks for FY2015 to align with the new HUD standard metrics for cost effectiveness.
5. There are no changes to the approved authorizations.



2010- 1 Rent Reform and Work Requirement

1. CHA received approval to implement Rent Reform and a work requirement in the FY2010 annual plan. The activity was implemented in FY2011. While elderly and disabled are not required to participate in the work requirement, they are mandated to participate in rent reform. Rent simplification applies to both CHA public housing and Housing Choice Voucher. Only communities receiving case management services are under the work requirement.

2. The new rent calculation is an income-based, stepped rent with stepped escrow deposits. The income bands are a \$2,500 range with the stepped rent being 30% of the range low end. For example, in a \$5,000 - \$7,499 annual income band, the low end of \$5,000 is divided by the 12 months of the year and multiplied by 30%. The total rent payment by the tenant would be \$125. Annual adjusted income will be used to establish the income band. Escrow deposits will begin when the household adjusted income including wages reaches \$12,500 and ends when the household adjusted income reaches 70% of Area Median Income (AMI) or 3 years after reaching 40% of AMI, whichever comes first. Incentive accounts can be disbursed for any reason when they leave subsidized housing if they leave in good standing. But while they continue to receive a subsidy, withdrawals are limited to amounts needed to help participants overcome specific verifiable barriers to work. A ceiling flat rent was established at CHA Fair Market Rents (public housing only) by bedroom size and is reviewed/updated annually every fall. Additionally, incentive account deposits begin when the adjusted income reaches \$12,500 with some form of working wages.

In FY11, the Rent Reform and Work Requirement initiatives were split. Rent Reform began for all conventional public housing and Section 8 participants on December 1, 2010. Participants are still granted interim rent recertifications between annual recertifications provided they have met the established criteria. If there is a decrease in the family's income or an increase in medical expense or childcare expense which is expected to last longer than thirty days (and will change their flat deduction eligibility), the participant may request that an interim recertification be performed. Participants must still report changes in family size.

Income earned by seasonal employment will be annualized on a 12 month basis if the employee has maintained employment for more than 60 days. Employees of temporary agencies will be annualized after an initial 30 days of assignments. All families claiming zero income will have three (3) months to establish either earned or unearned income or they will be required to report to the Charlotte Housing Authority every three (3) months until income has been established.

Income from assets with a combined value of less than \$5,000 will be excluded. The annual recertification will include self certification for households with combined assets below \$5,000, or third party verification for assets over \$5,000. Traditional medical and childcare deductions are eliminated. Participants need only verify enough non-reimbursable expenses to meet the requested deduction level listed below.

Medical Expenses	Medical Deduction	Childcare Expense	Childcare Deduction
\$0 - \$2,499	\$0	\$0 - \$2,499	\$0
\$2,500 - \$4,999	\$2,500	\$2,500 - \$4,999	\$2,500
\$5,000 - \$7,499	\$5,000	\$5000 - \$7,499	\$5,000
\$7,500+	\$7,500	\$7,500+	\$7,500

CHA introduced a work requirement where the Head of Household will be expected to work full-time in the final phase (however, the requirement can be fulfilled by any adult in the household or a combination of the adults in the household). Full-time work is defined as employment for 30 hours or more per week.

When the program is launched in a community, all non-working residents (except the elderly and persons with disabilities) will undergo an assessment to determine the extent of any barriers to work. Participants who are prepared for work will be urged to look for work. Participants who are not prepared will be given other work participation activities to help them prepare for work, including life skills education, volunteering, and short-term vocational training.

During the first introductory phase of the program, no participants will be sanctioned for failure to comply with the policy. This will give participants time to address barriers to work and better understand the policy.

After the introductory phase has passed, Head of Households will be expected to exhibit a good-faith effort to find work for a minimum of 15 hours a week and/or participate in other work

participation activities, if determined to be appropriate by the case manager. Each additional adult Household member will increase the hours of work required by 5 hours/week. (i.e. 3 adult household members would be $15 + 5 + 5 = 25$ hours per week for the household)

At the beginning of the final phase of the work requirement, CHA will begin requiring the Head of Household to work full-time (at least 30 hours /week). Each additional adult Household member will increase the number of work hours required by 10 hours/week (i.e. 3 adult household members would be $30 + 10 + 10 = 50$ hours per week for the household).

Residents who fail to comply with the terms of the Work requirement policy may be sanctioned. The sanctions will increase in magnitude the longer a participant is in non-compliance, sanctions shall be applied in phases as follows:

Improvement Period: Participant will have a two (2) month grace period to cure non-compliance, if not cured within two (2) months, Probationary sanctions will be applied. Residents may be granted extensions if in compliance with their established improvement plan.

Probationary Period: Participant will lose 50% of their rental assistance for up to six (6) months. If they fail to correct the non-compliance within three (3) months, non-compliance sanctions will be applied.

Non-Compliance Period: Participant will lose 100% of their rental assistance for six (6) months and will be required to pay the established market rent. Participant still has the option to cure the non-compliance during the 6-month period while they are paying market rent. If the Participant fails to cure the non-compliance by the end of the 6-month period they will continue to pay market rent and move to Termination.

Termination: Termination will begin and the Participant's incentive account, if any, is forfeited due to non-compliance. For Section 8 participants this means they will lose they voucher eligibility permanently, but can remain unassisted in their current unit; for public

housing residents they will lose their eligibility for public housing assistance, will pay ceiling rent (market rent for the unit) and their lease will be terminated for program non-compliance at the annual renewal.

Residents who have a second incident of Probation within twelve (12) months of the initial incident of Probation will move directly to the Non-Compliance Period of the sanctions.

Residents who have a third improvement period occurrence within twenty-four (24) months of the initial incident of probation will move directly to the Non-Compliance Period of the sanctions.

Metric	Baseline	FY2015 Benchmark	Outcome	Benchmark Achieved?
CE#1: Agency Cost Savings				
Total cost of rent reform in dollars	The cost of task prior to implementation of activity is \$17,680,000(425 staff hours multiplied by \$41,600 loaded FTE of specialist/prop mgr)	The expected cost of task after implementation is 4,659,200.		
CE#2: Staff Time Savings				
Decrease total time to complete the task in staff hours.	Total amount of staff time dedicated to the task prior to implementation of the activity is 425 hours (38 min recert multiplied by 5,366 workable households)	Expected amount of total staff time dedicated to the task after implementation of the activity is 112 hours.		
CE#3: Decrease in Error Rate of Task Execution				
Decrease in average error rate in rent calculation task as a percentage.	The average error rate of task prior to implementation of the activity	The expected average error rate of task after implementation of the activity		

	will be set in FY2015.	will be determined after the baseline is set.		
CE#5: Increase in Agency Rental Revenues				
Increase in rental revenue in dollars	CHA had rental revenue of \$4,780,995.99	CHA anticipates rental revenue of \$3,723,776 for FY2015	CHA rental revenue was \$3,634,707 in FY2014	
SS#1: Increase in Household Income				
Average earned income of households participating in the Rent Reform activity	Average earned income prior to implementation \$13,326	Expected average after implementation (2.5% increase) \$13,659	As of Sept 2013 the average earned income is \$14,572	TBD
SS#2: Increase in Household Savings				
Average amount of savings/escrow of households participating in the Rent Reform activity	The average amount of savings/escrow of households participating prior to implementation was \$0	The average amount of savings/escrow of households participating after implementation is expected to be \$982 per household	As of Nov 30, 2013, the average savings/escrow is \$893*	TBD
SS#3: Increase in Positive Outcomes in Employment Status				
Increase in the number of head(s) of households employed full-time	Head(s) of households employed full time prior to implementation of rent reform activity was 1,303	Expected head(s) of households employed full time after implementation for is 1,935		
SS#4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Decrease in number of households receiving TANF assistance	Households receiving TANF prior to implementation of the activity is not available, but as of FY2014 it is	Expected number of households receiving TANF after implementation of the activity is 231.		

	231.			
SS#5: Households Assisted by Services that Increase Self Sufficiency				
Increase in number of households receiving services aimed to increase self-sufficiency.	Households receiving self-sufficiency services prior to implementation of the activity is 308	Expected number of households receiving self-sufficiency services after implementation of the activity is 395		
SS#6: Reducing Per Unit Subsidy Costs for Participating Households				
Decrease in average amount of Section 8 and Section 9 subsidy per household affected by this policy in dollars	Average subsidy per household affected by this policy prior to implementation of the activity is \$547 for HCV HAP and \$359 for PH	Expected average subsidy per household affected by this policy after implementation of the activity is \$547 for HCV HAP and \$359 for PH		
SS#8: Households Transitioned to Self Sufficiency				
Increase in number of households transitioned to self-sufficiency (positive move out with no subsidy assistance).	Households transitioned to self-sufficiency (positive move out with no subsidy assistance) prior to implementation of the activity is 0.	Expected households transitioned to self-sufficiency (positive move out with no subsidy assistance) after implementation of the activity is 25.	TBD	

* the average escrow balance includes households in the traditional FSS program and the Rent Reform Incentive accounts

For a full description of the Rent Reform Initiative, see The Hardship Policy, Work Requirement, Rent Reform Overview and examples of alternative rent schedules included in the Appendices.

3. CHA does not anticipate any non-significant changes or modifications to the activity during FY2015.

4. CHA modified the metrics, baseline and benchmarks for FY2015 to align with the new HUD standard metrics for Self Sufficiency activities.
5. There was no new authorization added.



2008 - 1 Good Neighbor Training

1. CHA proposed the Good Neighbor Training (GNT) activity in FY2008. The activity implementation began in the same fiscal year for HCV households. Public housing households began receiving training in 2011. The training is designed to assist families' acclimation to a neighborhood. Participants learn more about being "Good Neighbors" by focusing on topics such as building codes and standards, property maintenance, basic zoning regulations, home maintenance, neighborhood involvement, school and amenities locations, and conflict resolution.
2. CHA continues to provide mandated GNT, which is conducted by CHA staff, to all new Housing Choice Voucher and public housing applicants entering the program. Good Neighbor Training for public housing and Housing Choice Voucher existing program participants has been completed. Port-Ins are also required to complete Good Neighbor Training.

Metric	Baseline	FY2015 Benchmark	Outcome	Benchmark Achieved?
HC#4: Displacement Prevention				
Number of households at or below 80% AMI that would lose assistance or need to move (decrease)	302 HCV and 50 PH households at or below 80% AMI lost their assistance or needed to move prior to the implementation of the GNT	It is expected that the number of households that would lose their assistance or need to move will decrease to 272 for HCV and remain at 50 for PH		

3. CHA does not anticipate any non-significant changes or modifications to the activity during FY2015.
4. CHA modified the metrics, baseline and benchmarks for FY2015 to align with the new HUD standard metrics for Housing Choice activities.
5. There was no new authorization added.



2008 - 2 Participant and Landlord Tracking Program

1. CHA received approval in the FY2008 annual plan to implement a Participant and Landlord Tracking Program. The activity was implemented in FY2008. The agency began tracking the locations of Housing Choice Vouchers in order to address de-concentration of poverty and increase access to affordable housing opportunities in non-concentrated areas.
2. Using the Geographic Information Science (GIS) mapping services of the University of North Carolina at Charlotte (UNCC), CHA identified each voucher holder within Mecklenburg County (Charlotte, Pineville, Huntersville, Mint Hill, Matthews, Davidson, Cornelius). CHA identified where poverty is low and Housing Choice Voucher participation is also low in order to design a program which would encourage participants to move into those areas. CHA staff contacts landlords and apartment complexes in those areas where poverty levels are low in order to increase awareness of the benefits of renting to Housing Choice Voucher families.

The results of the mapping indicated that 75% (3,206 of 4,268) of Housing Choice Voucher holders reside in 8 concentrated zip codes within the City of Charlotte (28208, 28215, 28216, 28205, 28217, 28212, 28269, and 28213). CHA began including information on the benefits of residing in low poverty areas in the voucher briefings. CHA would like to note that this is not a designed mobility initiative where additional or special services are being provided. CHA provides the same briefing material to all new voucher holders and port-ins which includes information on neighborhoods of opportunity. Existing voucher holders are provided the same type of

information (mindful of violating fair housing by steering) when inquiries are made.

It is noted that the % change can be impacted by the utilization rate and number of vouchers available; therefore, the actual number of vouchers in the concentrated area is critical to realizing movement for de-concentration purposes.

CHA has worked on reducing this percentage by actively visiting apartment complex management companies, speaking with landlords who own or manage properties outside of the concentrated areas, and also by encouraging participants to consider the entire county when they are looking for a home. CHA has also incorporated a listing of amenities in non-concentrated zip codes in the initial briefing package. Additionally, CHA has formed a Landlord Advisory Group to assist in recruiting properties for Housing Choice Voucher leases and is in the process of forming a Neighborhood Advisory Group to solicit suggestions and feedback on how to improve the perception of the Housing Choice Voucher program.

Metric	Baseline	FY2014 Benchmark	Outcome	Benchmark Achieved?
HC#5: Increase in Resident Mobility				
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase)	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity is 1,062 neighborhoods of opportunity	Expected households able to move to a better unit and/or neighborhoods of opportunity after implementation to 1,280		

3. CHA does not anticipate any non-significant changes or modifications to the activity during FY2015.
4. CHA modified the metrics, baseline and benchmarks for FY2015 to align with the new HUD standard metrics for Housing Choice activities. Going forward, CHA will track the number of vouchers used in Mecklenburg County in the non concentrated areas to measure de-concentration efforts. This reflects a change from the past because all

vouchers in use were included in the count and the data focused on voucher use in the concentrated areas.

5. There was no new authorization added.



2009 - 2 Adopt Investment Policies Consistent with State Law

1. HUD approved the Adoption of Investment Policies that are Consistent with State Law to achieve a portfolio which is safer, more liquid, and obtains competitive yield in FY2009. The agency implemented this initiative in FY2009.
2. This activity has allowed CHA to achieve higher earnings on idle funds in a safer, more liquid environment. The interest rates during the baseline period averaged 4.41% per month. The current average interest rate is .12% due to the economy. In past years, CHA experienced a higher interest rate under the new portfolio strategy since implementation began in 2009, resulting in a higher net portfolio return which achieves greater cost effectiveness in Federal expenditures.

Metric	Baseline	FY2015 Benchmark	Outcome	Benchmark Achieved?
CE#4: Increase in Resources Leveraged				
Increase amount of funds leveraged in dollars	The amount of funds leveraged prior to the start of this activity was \$0.	The expected amount of funds leveraged after implementation of this activity is \$45,000		

3. CHA does not anticipate any non-significant changes or modifications to the activity during FY2015.
4. CHA modified the metrics, baseline and benchmarks for FY2015 to align with the new HUD standard metrics for Cost Effectiveness activities.
5. There was no new authorization added.



2009 - 3 Modify Section 8 Inspection Procedures

1. CHA proposed and received approval to modify the Housing Choice Voucher inspection procedures in the *Fiscal Year 2008 - 2009 Moving Forward Annual Plan* and implemented the procedure in FY2009. The approved modification was a waiver of the requirement for an initial Housing Quality Standard (HQS) inspection on newly constructed project-based or tenant-based voucher units and instead, utilizes local building standards inspection and subsequent issuance of a Certificate of Occupancy (CO) as a substitution of the initial or move-in inspection.
2. There were 20 PBV units at Retreat at Renaissance and 10 units at Everett House planned in FY2014. Staff anticipates that the 43 Project-Based Voucher units scheduled for Residences at Renaissance will come online in FY2015. Staff does not anticipate any additional newly constructed homes will be available for the HCV program's tenant based vouchers in FY2015.

Metric	Baseline	FY2015 Benchmark	Outcome	Benchmark Achieved?
CE#1: Agency Cost Savings				
Decrease in total cost of task in dollars	The cost of HQS inspections was \$50 prior to implementation of the activity (114 units at \$5,700).	The expected cost of the task is \$0 after implementation of the activity. In FY2015 43 units will use this activity- a projected cost savings of \$2,365		
CE#2: Staff Time Savings				
Decrease in the total time to	Total amount of staff time dedicated	Total amount of staff time		

complete the task in staff hours	to the task prior to implementation of the activity was 57 hours.	dedicated to the task after implementation of the activity is 0.		
CE#3: Decrease in Error Rate of Task Execution				
Decrease in the average percent error rate in completing inspections	The average percent failed inspections prior to implementation is 0%	The expected average percent failed inspections after implementation is 0%.		

3. CHA will make a non-significant modification to the activity during FY2015. The agency will accept a Certificate of Occupancy in lieu of initial inspections on newly constructed units or a unit destroyed or partially destroyed by fire, flood, or other disaster, that will utilize a tenant-based voucher. CHA does not have a projection of the new housing units that would be developed by private landlords that would be intended for tenant based voucher use immediately after receiving the Certificate of Occupancy.
4. CHA modified the metrics, baseline and benchmarks for FY2015 to align with the new HUD standard metrics for Housing Choice activities.
5. There was no new authorization added.



2009 - 4 Community Based Rental Assistance

1. CHA operates a Traditional Project-Based voucher, Supportive Housing Project-Based and Local Rental Subsidy programs for implementation of Community Based Rental Assistance (CBRA). At the start of this initiative, the City of Charlotte produced a

Quality of Life study which classified neighborhoods as “stable”, “challenged” or “threatened”. The City has discontinued use of those terms recognizing the potential negative impact of labeling neighborhoods. CHA now looks at the percent of households below the poverty level.

There is no annual benchmark for this activity because the CHA Board of Commissioners approves CBRA projects on a case by case basis. In selecting families to occupy Project-Based Voucher (PBV) units the CHA has delegated determination of program and project eligibility to the PBV owner agent. CHA retains the flexibility to use, as necessary, the public housing program guidelines for PBV participants that reside in mixed-finance communities with regard to various operational and procedural functions, including but not limited to forming resident organizations, grievance procedures, etc. This streamlined approach creates consistency for residents and efficiencies in application for staff.

Traditional Activity

In FY2009, CHA was approved to implement a Community Based Rental Assistance (CBRA) program. The activity was implemented in FY2009. CHA adopted a CBRA process (See Appendix L) to simplify the selection process in order to maximize the number of quality project-based voucher units throughout Charlotte. CHA is revising the current Community Based Rental Assistance Policy to further increase efforts for deconcentrating poverty and expanding housing and economic opportunities.

Supportive Housing Project-Based Activity

In FY2009, CHA was approved to implement Housing for Persons with Disabilities, Special Needs, and Homeless. The activity was implemented in FY2009. The activity enables CHA to expand its role in the supportive housing community by leveraging funding and resources to social service and supportive housing providers. This will help alleviate the existing housing burden, as well as increase the Section 9 opportunities in the Charlotte community.

The activity has impacted Charlotte's supportive housing projects by enabling local agencies to produce additional units for the targeted population to fill a needed void in Charlotte's continuum of care. Without CHA's fund leveraging or resource commitment, projects may be delayed or not occur. CHA encourages the use of Section 9 subsidies in these partnerships. CHA planned to pursue 2 supportive housing opportunities in FY13; however, the 19 Section 9 units at the UFS Domestic Violence Shelter, as well as the Section 9 units being considered with a partnership for the House of Prayer was determined unfeasible by those entities and are no longer being considered.

Through MTW flexibility, CHA allows supportive housing programs to operate on a month to month lease, rather than requiring them to modify their program to comply with existing HUD regulations requiring 12 month initial leases. This is significant in respect to non-compliance and participant termination.

Developments for housing for persons with disabilities, special needs, and homeless are marked with an asterisk* in the chart listing total CBRA units.

Local Rental Subsidy Activity

The activity was approved in FY2011 as a second amendment to the Plan. The activity was implemented in FY2011. CHA staff developed a local rental subsidy program in partnership with Charlotte Family Housing (CFH). The local rental subsidy program provides a housing subsidy of up to \$500 per month to 50 homeless families receiving intensive supportive services (10 to 15 families that need employment and 35 to 40 for working households). Working households are expected to complete the self-sufficiency program within three years with a one year extension and non-working families are given a four year program requirement with a one year extension.

This is a 50-unit pilot program with similar requirements and processes as Charlotte Family Housing's current housing program. The program's criteria are required for each respective group; however, if those referred families are on CHA's waiting list, they will have preference. CFH established operating procedures, landlord

relationships, and administrative staff to deliver wrap-around services. The partnership enables delivery of supportive services at no cost to CHA.

The families are either working or participating in a self-sufficiency or educational program and earning less than 30% of the Area Median Income (AMI). The program targets families who are situationally or transitionally homeless. The program may also provide for the use of the subsidy to prevent homelessness by providing assistance to families ready for transition from local shelters. It is a collaborative effort that joins local agencies which are already providing services to this community with funds from the faith community, the corporate community, and the public sector. CFH uses “the ability to pay” method which bases the tenants rental portion on net income and actual expenses. Due to calculation discrepancies, CHA has implemented the 30% rule until CFH can provide an updated recalculation policy. CHA pays a subsidy of up to \$500 to help pay the remaining rental amount. The goal is to help families achieve self-sufficiency within three to five years by providing comprehensive family development via social work, intensive case management, and access to services while the family is permanently housed in a stable apartment community.

2. CHA leased up 34 families under the Charlotte Family Housing local subsidy MTW initiative as of September 2013.

Metric	Baseline	FY2015 Benchmark	Outcome	Benchmark Achieved?
Traditional Activity				
CE#1: Agency Cost Savings				
Decrease of total cost of task (supportive services) in dollars.	Cost of task (supportive services) prior to implementation of the activity is \$0	Expected cost of task after implementation of the activity (supportive services) is \$2,300.		
CE#2: Staff Time Savings				

Decrease total time to complete the task(process pbv payments) in staff hours	Total amount of staff time dedicated to the task (process pbv payments)prior to implementation of the activity is 0	Expected amount of total staff time dedicated to the task (process pbv payments) after implementation of the activity is 9 hours monthly		
CE#3: Decrease in Error Rate of Task Execution				
Decrease average error rate in completing a task (HAP calculation) as a percentage.	Average error rate of task prior to implementation of the activity is TBD during FY2015	Expected average error rate of task after implementation of the activity TBD		
Supportive Housing Project-Based Activity				
CE#4: Increase in Resources Leveraged				
Increase in amount of funds leveraged in dollars	Amount of leverage prior to implementation of the activity is \$0.	Expected amount leveraged after implementation of the activity is \$2,300 per family for supportive services		
HC#5: Increase in Resident Mobility				
Number of new housing units made available for special needs, homeless or disabled households at or below 80% AMI as a result of the activity (increase)	114	Anticipate 43 PBV and 75 PH units (Total 118) will be made available at Renaissance	As of Sept 2013 the overall total is 750. There are 100 planned for	

			FY2014	
Local Rental Subsidy Activity				
CE#1: Agency Cost Savings				
Decrease in total cost of task (cost of average HAP) in dollars	Cost of task prior to implementation of the activity TBD	Expected cost of task after implementation of the activity TBD		
CE#2: Staff Time Savings				
Decrease in total time to complete the task (process HAP) in staff hours	Total amount of staff time (process HAP) dedicated to the task prior to implementation of the activity is 0.	Expected amount of total staff time (process HAP) dedicated to the task after implementation of the activity is 3 hours monthly.		
CE#3: Decrease in Error Rate of Task Execution				
Decrease average error rate in completing a task (HAP calculation) as a percentage.	Average error rate of task prior to implementation of the activity is TBD during FY2015	Expected average error rate of task after implementation of the activity TBD		
CE#4: Increase in Resources Leveraged				
Increase in amount of funds leveraged in dollars	Amount leveraged prior to implementation of the activity (supportive services) is \$0.	Expected amount leveraged after implementation of the activity (supportive services) is \$5,000 per family.		

SS#1: Increase in Household Income				
Increase in average earned income of households affected by this policy in dollars.	Average earned income of households affected by this policy prior to implementation of the activity is \$12,322 (FY14)	Expected average earned income of households affected by this policy after implementation of this activity is \$12,630 (2.5%)		
SS#3: Increase in Positive Outcomes in Employment Status				
Employed Full Time	Head of households employed full time prior to implementation of the activity is 0.	Expected head of households employed full time after implementation is 50.		
SS#4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Decrease in number of households receiving TANF assistance.	Households receiving TANF prior to implementation of the activity is 0.	Expected number of households receiving TANF after implementation of the activity is 0.		
SS#5: Households Assisted by Services that Increase Self Sufficiency				
Increase in number of households receiving services aimed to increase self sufficiency.	Households receiving self sufficiency services prior to implementation of the activity is 0.	Expected number of households receiving self sufficiency services after implementation of the activity is 50.		
SS#6: Reducing Per Unit Subsidy Costs for Participating Households				
Decrease in total cost of task (cost of HAP)	Cost of task prior to	Expected cost of task (average		

in dollars	implementation of the activity \$0	HAP) after implementation of the activity \$489.		
SS#7: Increase in Agency Rental Revenue				
Increase in rental revenue in dollars	CHA had rental revenue of \$4,780,995.99	CHA anticipates rental revenue of \$3,723,776 for FY2015		
SS#8: Households Transitioned to Self Sufficiency				
Increase in number of households transitioned to self sufficiency (no subsidy)	Households transitioned to self sufficiency (no subsidy) prior to implementation of the activity is 0.	Expected households transitioned to self sufficiency (no subsidy) after implementation of the activity is 1.		
HC#5: Increase in Resident Mobility				
Increase in number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity.	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity is 0.	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation is 50.		

3. CHA does not anticipate any non-significant changes or modifications to the activity during FY2015.
4. CHA modified the metrics, baseline and benchmarks for FY2015 to align with the new HUD standard metrics for Housing Choice activities.
5. There was no new authorization added.



2009 - 5 Moving Forward Supportive Services

1. The *Moving Forward Supportive Services* (formerly Currents of Change) was approved in the FY2009 Annual Plan. Implementation began in FY2009. The activity promotes work and self sufficiency.
2. Moving Forward Supportive Services are provided to three pilot groups. The Client Services Department also tracks a comparison site, Dillehay Courts. Dillehay is a large conventional public housing community that does not currently receive supportive services.

Moving Forward Supportive Services-FSS Program:

The Charlotte Housing Authority is the agency offering the Moving Forward Supportive Services (MFSS) Program, which operates in our conventional sites located at Claremont, Victoria Square (Group 1) as well as in the Housing Choice Voucher (HCV) program. This program is the combination of the traditional family self-sufficiency (FSS) program and the newer MTW Moving Forward Self-Sufficiency program. In 2010, FSS contracts were no longer offered and those who were under a traditional FSS 5-year contract had the option to remain under their FSS contract or roll under the new Moving Forward Supportive Services program. Under this program, applicants must be willing to finish a high school diploma or earn a GED during participation in the program. During the first twelve (12) months they are encouraged to become employed a minimum of 15 hours per week and willing to enroll in school and/or job training. Applicants must demonstrate motivation towards self-sufficiency. Although the contract of participation is still a part of the Moving Forward Supportive Services program, a time frame is not set. Continual progress towards self-sufficiency is expected with an average program time being seven (7) years.

Moving Forward Supportive Services Program:

Beginning April 1, 2013, CHA provides self-sufficiency programming to three conventional public housing sites: (Cedar Knoll, Leafcrest, and Tarlton Hills- Group 2) that were previously being served by an outside case management agency. Children's

Home Society (CHS) provides self-sufficiency programming to our relocated Boulevard Homes families (Group 2).

Like the Moving Forward Group 1 program, applicants must be willing to finish a high school diploma or earn a GED during participation in the program. During the first twelve (12) months they are encouraged to become employed a minimum of 15 hours per week and willing to enroll in school and/or job training. Applicants must demonstrate motivation towards self-sufficiency. Although the contract of participation is still a part of the Moving Forward program, a time frame is not set. Continual progress towards self-sufficiency is expected with an average program time being seven (7) years. Many of the active participants in this program have a lot of barriers to self-sufficiency.

Metrics are determined on an annual basis due to program attrition.

CHA (Claremont, Victoria Square)				
Metric	Baseline (April 2013)	FY2015 Benchmark	Outcome	Benchmark Achieved?
CE#1: Agency Cost Savings				
Decrease in total cost of task (average supportive services) in dollars.	Cost of task (average supportive services) prior to implementation of the activity is \$2,600 per household	Expected cost of task after implementation of the activity is \$2,300 per household		
CE#2: Staff Time Savings				
Total time to complete the task (case management) in staff hours	Total amount of staff time dedicated to the task prior to implementation of the activity is 120.	Expected amount of total staff time dedicated to the task after implementation of the activity is 100		

		hours monthly		
CE#3: Decrease in Error Rate of Task Execution				
Decrease in average error rate in completing a task(unemployed, inactive head of household) as a percentage .	Average error rate of task (unemployed, inactive head of household) prior to implementation of the activity is 0%	Expected average error rate of task (unemployed, inactive head of household) after implementation of the activity is 0%		
CE#4: Increase in Resources Leveraged				
Increase in amount of funds leveraged in dollars	Amount leveraged prior to implementation of the activity is \$0	Expected amount leveraged after implementation of the activity is \$50,000		
SS#1: Increase in Household Income				
Increase in average earned income (1% increase)of households affected by this policy in dollars.	Averaged earned income of households affected by this policy prior to implementation of the activity is \$9,163	Expected average earned income of households affected by this policy after implementation of this activity is \$12,343		
SS#2: Increase in household savings				
Increase average amount of savings/escrow of households affected by this policy in dollars.	Average savings/escrow amount of households affected by this	Expected average savings/escrow amount of households		

	policy prior to implementation of the activity is \$1,502	affected by this policy after implementation of the activity is \$1,517 (1%)		
SS#3 Increase in Positive Outcomes in Employment Status				
# Employed FT (32+)	14	24		
# Employed PT (1-31)	38	54		
Enrolled in an Educational Program	7	13		
Enrolled in Job Training Program	7	13		
Unemployed	32	≤37		
Other (workshop)	0	26		
SS#4: Households Removed from TANF				
Decrease in number of households receiving TANF assistance	Households receiving TANF prior to implementation of the activity is 0	Expected number of households receiving TANF after implementation of the activity is 0		
SS#5: Households Assisted by Services that Increase Self Sufficiency				
Increase in number of households receiving services aimed to increase self sufficiency.	Households receiving self sufficiency services prior to implementation of the activity is 14	Expected number of households receiving self sufficiency services after implementation is 52		
SS#6: Reducing per Unit Subsidy Costs for Participating Households				
Decrease in average amount of Section 9 subsidy per household affected by this policy in dollars.	Average subsidy per household affected by this policy prior to implementation of this activity is \$391	Expected average subsidy per household affected by this policy after implementation of the activity is \$387		

SS#7: Increase in Agency Rental Revenue				
Increase in rental revenue in dollars	CHA had rental revenue of \$4,780,995.99	CHA anticipates rental revenue of \$3,723,776 for FY2015		
SS#8: Households Transitioned to Self Sufficiency				
Increase in number of households transitioned to self sufficiency.	0	2		
CHS (Boulevard Homes Originals)				
Metric	Baseline (April 2013)	FY2015 Benchmark	Outcome	Benchmark Achieved?
CE#1: Agency Cost Savings				
Decrease in total cost of task (average supportive services) in dollars.	Cost of task (average supportive services) prior to implementation of the activity is \$2,600 per household	Expected cost of task after implementation of the activity is \$2,300 per household		
CE#2: Staff Time Savings				
Total time to complete the task (case management) in staff hours	Total amount of staff time dedicated to the task prior to implementation of the activity is 120.	Expected amount of total staff time dedicated to the task after implementation of the activity is 100 hours monthly		
CE#3: Decrease in Error Rate of Task Execution				
Decrease in average error rate in completing a task (unemployed, inactive head of household) as a percentage	Average error rate of task prior to implementation of the activity is 7%	Expected average error rate of task after implementation of the activity is .09%		

CE#4: Increase in Resources Leveraged				
Increase in amount of funds leveraged in dollars	Amount leveraged prior to implementation of the activity is \$0	Expected amount leveraged after implementation of the activity is \$50,000		
SS#1: Increase in Household Income				
Increase in average earned income (0% increase) of households affected by this policy in dollars.	Average earned income of households affected by this policy prior to implementation of the activity is \$7,354	Expected average earned income of households affected by this policy after implementation of the activity is \$8,872		
SS#2: Increase in Household Savings				
Increase average amount of savings/escrow of households affected by this policy in dollars.	Average savings/escrow amount of households affected by this policy prior to implementation of the activity is \$1,118	Expected average savings/escrow amount of households affected by this policy after implementation of the activity is \$1,181		
SS#3: Increase in Positive Outcomes in Employment Status				
# Employed FT (32+)	24	22		
# Employed PT (1-31)	32	37		
SS#4: Households removed from TANF				
Decrease in number of households receiving TANF assistance.	Households receiving TANF prior to implementation of the activity is 0.	Expected number of households receiving TANF after implementation of the activity is 0.		
SS#5: Households Assisted by Services that Increase Self Sufficiency				

Increase number of households receiving services aimed to increase self sufficiency	Households receiving self sufficiency services prior to implementation of the activity is 20	Expected number of households receiving self sufficiency services after implementation of the activity is 51		
SS#6: Reducing per Unit Subsidy Costs for Participating Households				
Decrease average amount of Section 8 subsidy per household affected by this policy in dollars.	Average subsidy per household affected by this policy prior to implementation of the activity is \$616.	Expected average subsidy per household affected by this policy after implementation of the activity is \$613		
SS#7: Increase in Agency Rental Revenue				
Increase in rental revenue in dollars	CHA had rental revenue of \$4,780,995.99	CHA anticipates rental revenue of \$3,723,776 for FY2015		
SS#8: Households Transitioned to Self Sufficiency				
Increase number of households transitioned to self sufficiency (no subsidy)	Households transitioned to self sufficiency (no subsidy) is 0	Expected households transitioned to self sufficiency is 1	0	y
CHA (Cedar Knoll, Leafcrest, Tarlton Hills)				
Metric	Baseline (April 2013)	FY2015 Benchmark	Outcome	Benchmark Achieved?
CE#1: Agency Cost Savings				
Decrease in total cost of task (average supportive services) in dollars.	Cost of task (average supportive services) prior to implementation of the activity is \$2,600 per household	Expected cost of task after implementation of the activity is \$2,300 per household		

CE#2: Staff Time Savings				
Total time to complete the task (case management) in staff hours	Total amount of staff time dedicated to the task prior to implementation of the activity is 120.	Expected amount of total staff time dedicated to the task after implementation of the activity is 100 hours monthly		
CE#3: Decrease in Error Rate of Task Execution				
Decrease in average error rate in completing a task (unemployed, inactive head of household) as a percentage	Average error rate of task prior to implementation of the activity is 32%	Expected average error rate of task after implementation of the activity is 1%		
CE#4: Increase in Resources Leveraged				
Increase in amount of funds leveraged in dollars	Amount leveraged prior to implementation of the activity is \$0	Expected amount leveraged after implementation of the activity is \$50,000.		
SS#1: Increase in Household Income				
Increase in average earned income (0% increase) of households affected by this policy in dollars	Average earned income of households affected by this policy prior to implementation of the activity is \$6,499	Expected average earned income of households affected by this policy prior to implementation of the activity is \$11,755		
SS#2: Increase in Household Savings				
Increase average amount of savings/escrow of households affected by this policy in dollars	Average savings/escrow amount of households	Expected average savings/escrow amount of		

	affected by this policy prior to implementation of the activity is \$548	households affected by this policy after implementation of the activity is \$10,930		
SS#3: Increase in Positive Outcomes in Employment Status				
# Employed FT (32+)	9	30	9	n
# Employed PT (1-31)	15	30	15	n
SS#4: Households Removed from TANF				
Decrease in number of households receiving TANF assistance	Households receiving TANF prior to implementation of the activity is 12	Expected number of households receiving TANF after implementation of the activity is 12		
SS#5: Households Assisted by Services that Increase Self Sufficiency				
Increase number of households receiving services aimed to increase self sufficiency	Households receiving self sufficiency services prior to implementation of the activity is 31.	Expected number of households receiving self sufficiency services after implementation of the activity is 87		
SS#6: Reducing per Unit Subsidy Costs for Participating Households				
Decrease average amount of Section 9 subsidy per household affected by this policy in dollars.	Average subsidy per household affected by this policy prior to implementation of the activity is \$397	Expected average subsidy per household affected by this policy after implementation of the activity is \$395		
SS#7: Increase in Agency Rental Revenue				
Increase in rental revenue in dollars	CHA had rental revenue of \$4,780,995.99	CHA anticipates rental revenue of \$3,723,776 for FY2015		

SS#8: Households Transitioned to Self Sufficiency				
Increase number of households transitioned to self sufficiency (no subsidy)	Households transitioned to self sufficiency (no subsidy) prior to implementation of the activity is 0	Expected households transitioned to self sufficiency (no subsidy) is 3		

NOTES:

1.All metrics are taken from the FY14 program metrics

3. CHA is evaluating the current case management model to develop a model that maximizes services through a streamlined but efficient delivery model, aligned with present and future fiscal realities. This is slated to occur within 1 - 3 years, so at this time there is no definite anticipation of non-significant changes or modifications to the activity during FY2015.
4. CHA modified the metrics, baseline and benchmarks for FY2015 to align with the new HUD standard metrics for Self Sufficiency activities. It is also noted that the baselines and benchmarks are reset each year to reflect the population being served.
5. There was no new authorization added.



2009 - 6 Youth Initiatives

1. In FY2009, CHA was approved to establish a Cooperative Agreement to Form Partnerships with Communities In School (CIS), Charlotte-Mecklenburg Schools (CMS), Partners in Out of School Time (POST), and the Charlotte Housing Authority Scholarship Fund (CHASF) in order to connect CHA participants to programs and services that address truancy, post-secondary education preparation, and academic performance improvement. The Agreement has expired; however, CHA's focus continues to be on providing services for youth that are assisted by CHA housing programs as a means to help break the cycle of generational poverty.

2. CHA has not renewed the annual contract for Communities in Schools (CIS), a nationally recognized nonprofit organization providing dropout prevention services for at-risk youth. The authority will be seeking other partners and initiatives which can provide outcomes for the desired metrics for CHA's student portfolio. CIS's data was reporting aggregate data and did not allow CHA to see the progress of its student population.
3. CHA will use FY2015 as a planning year to identify new collaborations for serving the youth residing in the Charlotte Housing Authority portfolio.
4. CHA will establish metrics, baselines and benchmarks after a new program has been developed.
5. There was no new authorization added.



2009 - 7 Increase Acquisition and Rehabilitation of Existing Multi-Family Properties

1. CHA received approval to implement increasing the acquisition/rehabilitation of existing multi-family properties; in the 2008 - 2009 MTW Annual Plan. Implementation began in the same fiscal year. In FY12, CHA received approval to expand this initiative to acquire and rehabilitate existing multi-family properties in mixed-income communities.
2. CHA has found acquisition more cost effective and, at times, it has allowed the agency to add more units to the inventory in a shorter period of time than new construction. Current new construction is at \$120,000 or more per unit. Individuals who resided at the acquired properties were relocated as necessary in accordance with the Uniform Relocation Act. The remaining occupied units are filled through attrition with ACC units as they become vacant.

The table below illustrates the lower cost per unit for acquisitions. The agency target for FY2015 is to analyze expiring Low Income Housing Tax Credit sites previously funded through the HOPE VI Program. CHA will also pursue work force

development opportunities via acquisition of existing sites or develop affordable housing on existing properties owned by CHA.

Metric	Baseline	FY2015 Benchmark	Outcome	Benchmark Achieved?
CE#1: Agency Cost Savings				
Decrease in total cost of task (acquire units)	Cost of task (acquire units) prior to implementation of the activity was \$120,000 per unit for new construction	N/A CHA will not acquire properties in FY2015		
HC#1: Additional Units of Housing Made Available				
Increase in number of new housing units made available for households at or below 80% AMI as a result of the activity.	There were 0 housing units of this type prior to implementation of this activity.	There are 0 units planned for FY2015. See paragraph above	As of FY2013 CHA acquired and rehabilitated 918 units at an average cost of \$49,753	
HC#4: Displacement Prevention				
Decrease in number of households at or below 80% AMI that would lose assistance or need to move.	Households losing assistance/moving prior to implementation of the activity was 0	Expected households losing assistance/moving after implementation of the activity is 0 for FY2015	CHA preserved housing for 667 households when acquired the 918 units.	
HC#5: Increase in Resident Mobility				

Increase in number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity.	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity was 0.	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation is 22 for FY2015		
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3. CHA does not anticipate any non-significant changes or modifications to the activity during FY2015.
4. CHA modified the metrics, baseline and benchmarks for FY2015 to align with the new HUD standard metrics for Housing Choice and Administrative Cost Savings activities.
5. There was no new authorization added.



2009- 8 Land Acquisition for Future Use

1. The agency was approved to implement land acquisition for future affordable housing in FY2009. The activity was implemented in FY2009.
2. The purpose of the activity is to secure as many good locations, if possible, along the new transit corridors and light rail as well as in rapidly developing areas of Charlotte to expand housing choices. MTW flexibility allows CHA to acquire sites without prior HUD approval, providing that the agency certifies that HUD site selection requirements have been met. This allows CHA to be proactive and competitive in the market when land becomes available. CHA has a surplus of land in inventory, but experiencing challenges in securing development financing; therefore acquiring additional land is not a priority at this time. Steele Creek Seniors has been developed; Krefeld Drive and Park and Marsh development scenarios are being assessed. CHA has developed a Five Year Strategic Plan

of development activities. Specific land acquisition types have not been identified at the time of the report.

Metric	Baseline	FY2015 Benchmark	Outcome	Benchmark Achieved?
HC#1: Additional Units of Housing Made Available				
Increase in number of new housing units made available for households at or below 80% AMI as a result of the activity.	There were 0 housing units of this type prior to implementation of this activity.	There are 0 units planned for FY2015. See paragraph above	As of FY2013 CHA acquired 3 parcels of land and developed one resulting in 120 new units	

3. CHA does not anticipate any non-significant changes or modifications to the activity during FY2015.
4. CHA modified the metrics, baseline and benchmarks for FY2015 to align with the new HUD standard metrics for Housing Choice activities.
5. There was no new authorization added.



Local Non-Traditional Initiatives

2011 - 2 Convert Units to Public Housing

1. CHA was approved to implement an activity to utilize public housing units to serve homeless families at Hampton Creste Apartments and to implement a supportive self-sufficiency program in a 2nd amendment to the FY2011 Annual Plan. The agency began implementation in FY2011.
2. The apartments are owned by CHA's non-profit subsidiary, Horizon Development Properties, Inc. and have been refinanced and rehabilitated into a mixed-income community. The activity was branded the Supportive Housing Innovative Partnership (SHIP) at Hampton Creste. The Salvation Army (TSA) is responsible for providing the supportive services.

There are 60 ACC units operating as part of the community partnership to serve homeless families (intensive home-based case management and evidence-based programs and services that address severe emotional, social, developmental, educational, and employment challenges that homeless families may face entering permanent housing are provided); 40 of the units are restricted to families making 40% area median income and the remaining 113 units are restricted to families making 80% area median income.

Program updates include:

- The SHIP program at Hampton Creste currently has 57 families with 113 children who reside on site.
- Within the current families, 28% are enrolled in job or education training and 100% are enrolled in life skills training. There are 54% employed (full and part time).
- There were a total of 43 exits, of which 23 were positive. Several reasons for the positive exits were moving into a market rate apartment community with employment, moving out of state (New York) with access to family supports,

exceeds eligibility requirements for the program due to significant increase in income, and moving into long-term subsidized supportive housing.

- Four residents have moved into housing with the assistance of the Rapid Rehousing program. The Rapid Rehousing program assists our residents who have been assessed and identified as individuals who are working and able to sustain full market rent with initial assistance with initial security and utility deposits.
- Less than half of the total exits were negative move outs as a result of lease and program violations and abandonment of the SHIP apartment.

Metric	Baseline	FY2015 Benchmark	Outcome	Benchmark Achieved?
CE:4: Increase in Resources Leveraged				
Increase of funds leveraged in dollars	Amount leveraged prior to implementation of the activity is \$0	Expected amount leveraged after implementation of the activity is \$160,000 annually		
SS#1: Increase In Household Income				
Increase in average earned income of households affected by this policy in dollars.	Average earned income of households affected by this policy prior to implementation of the activity is \$5,331 (28 families)	Expected average earned income of households affected by this policy after implementation of the activity is \$3,629 (57 families)		
SS#3: Increase in Positive Outcomes in Employment Status				
Employed Full-	Head of	Expected head		

Time	households employed full-time prior to implementation of the activity is 15	of households employed full-time after implementation of the activity 19		
SS#4: Households Removed from TANF				
Decrease number of households receiving TANF assistance	Households receiving TANF prior to implementation of the activity is 12	Expected number of households receiving TANF after implementation of the activity is 24		
SS#5: Households assisted by Services that Increase Self Sufficiency				
Increase in the number of households receiving services aimed to increase self sufficiency	There were 0 housing units of this type prior to implementation of this activity.	CHA expects 60 households to be receiving self-sufficiency services after implementation of the activity.		
SS#6: Reducing Per Unit Subsidy Costs for Participating Households				
Decrease in average amount of Section 9 subsidy per household affected by this policy in dollars	Average subsidy per household affected by this policy prior to implementation of the activity is \$0	Expected average subsidy per household affected by this policy after implementation of the activity is \$360		
SS#7: Increase in Agency Rental Revenue				
Increase in rental revenue in dollars	CHA had rental revenue of \$4,780,995.99	CHA anticipates rental revenue of \$3,723,776		

		for FY2015		
SS#8: Households Transitioned to Self Sufficiency				
Increase in the number of households transitioned to self-sufficiency. (move to housing with no subsidy)	There were 0 households transitioned to self-sufficiency prior to this activity.	CHA anticipates 2 households to transition to housing with no subsidy.		
HC#5: Increase in Resident Mobility				
Increase in number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity.	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity is 0.	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity is 60		

3. CHA does not anticipate any non-significant changes or modifications to the activity during FY2015.
4. CHA modified the metrics, baseline and benchmarks for FY2015 to align with the new HUD standard metrics for Housing Choice and Self Sufficiency activities.
5. There was no new authorization added.



2011 - 3 New Construction of Affordable Units

1. The activity was approved in March 2010 as Construction of the Lofts at Seigle Point as a first amendment to the FY2011 plan. The activity was implemented in FY2011. The

activity was renamed to New Construction of Affordable Units to serve a broader scope with an amendment approval in FY2012. CHA proposes to develop properties into mixed-income communities. The projects will include units intended for a wide range of income levels, from market rate to units that are affordable to those earning less than 30% area median income (AMI). The units available to families at or below 30% AMI may be subsidized by CHA Housing Choice vouchers or public housing subsidies. Adding these units will increase housing choices for those needing affordable housing. The selected environment will be an ideal situation for residents to excel in CHA's Moving Forward program.

2. There are currently two projects under this activity:

- The Lofts at Seigle Point is the final on-site component of the Seigle Point HOPE VI redevelopment of the former Piedmont Courts. However, HOPE VI funding is not included in this project. CHA broke ground on the Lofts at Seigle Point in December 2012. Construction began January 2013 and due to excessive rains, the project is only 14% completed.

The project will include 190 units of which 80% will be for lease to individuals at 80% area AMI and below and 20% will be affordable to those earning less than 30% AMI subsidized by CHA Housing Choice vouchers.

The overall Seigle Point community has a 10,000 square foot community building, 204 tax credit apartments, 31 market rate townhomes, and an amenity area with a playground, tennis & basketball courts, greenway, and shelter area.

- CHA has partnered with Laurel Street Residential (LSR) to develop and build the residential units and community center on-site as part of the Boulevard Homes HOPE VI revitalization plan. The Retreat, a 110 unit independent living development for seniors, was the first phase of the project. Construction is complete and the lease up process began in September 2013.

The second and third phases, The Residences, will consist of 224 units of rental housing for families. The 2nd phase is presently under construction and expected to finish late FY2014. The residential buildings proposed include three story

apartment buildings, two story direct access apartment buildings and two story townhomes, configured in one- to three-bedroom units.

Metric	Baseline	FY2015 Benchmark	Outcome	Benchmark Achieved?
HC#1: Additional Units of Housing Made Available				
Increase in number of new housing units made available for households at or below 80% AMI as a result of the activity.	There were 0 housing units of this type prior to implementation of this activity.	There are 175 (152 Lofts, 23 Residences) units planned for FY2015.		
HC#5: Increase in Resident Mobility				
Increase in number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity is 0.	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity is 175		

3. CHA does not anticipate any non-significant changes or modifications to the activity during FY2015.
4. CHA modified the metrics, baseline and benchmarks for FY2015 to align with the new HUD standard metrics for Housing Choice activities.
5. There was no new authorization added.

Not Yet Implemented Activities

None to report

Activities On Hold

2010 - 1 Acquisition of General Partnership Interest

1. *Acquire the General Partnership interest in the Little Rock Apartments* - This activity was approved in March 2010, but was made as a first amendment to the FY2011 plan. In June, 2011, CHA, acting through its subsidiary Horizon Acquisition Corp. (Horizon), acquired the general partnership interest in Little Rock Apartments, a 240-unit Section 8 multi-family project adjacent to the Boulevard Homes site (now known as The Renaissance).
2. Due to budget restraints, CHA's endeavor to provide services and opportunities to Little Rock's residents such as self-sufficiency and employment services is delayed.
3. Once a plan for services has been approved, appropriate baselines, benchmarks, and measures will be developed and implemented.
4. See #3.
5. There may be modifications to the baselines, benchmarks and measures in the future.

Closed Activities

Biennial Review Process

1. A biennial review process for elderly and disabled heads of households was approved by HUD for FY2009. Implementation of the *Biennial Review Process* began December 2010.
2. The activity is being closed out because the agency has implemented an agency wide Biennial Reexamination Process. The elderly and disabled will be reported on as part of the entire agency report on reexaminations skipped/conducted.
3. The activity was closed out FYE 2013.



Site-Based Waiting Lists for Public Housing and Project-Based Housing Choice Voucher

1. CHA was approved to implement the site-based waiting lists for public housing and Project-Base Housing Choice Voucher units in FY2009. The activity began in the same year.
2. CHA continues to manage the waiting lists for public housing and project-based voucher units at the site level. CHA considers this activity a success due to no 3rd offers in FY2013.
3. This activity was closed out effective FYE 2013.

V. Sources and Uses of Funds

The Sources and Uses of Funds are reported in the HUD mandated format for the MTW Annual Plan submission. The difference of \$792,911 expenditures over revenue are funded through reserves.

Annual MTW Plan

V.1.Plan.Sources and Uses of MTW Funds

A. MTW Plan: Sources and Uses of MTW Funds

Estimated Sources of MTW Funding for the Fiscal Year

PHAs shall provide the estimated sources and amounts of MTW funding by FDS line item.

Sources		
FDS Line Item	FDS Line Item Name	Dollar Amount
70500 (70300+70400)	Total Tenant Revenue	4178480
70600	HUD PHA Operating Grants	55543938
70610	Capital Grants	2245424
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	382713
71100+72000	Interest Income	35072
71600	Gain or Loss on Sale of Capital Assets	\$0
71200+71300+71310+71400+71500	Other Income	11412417
70000	Total Revenue	73798044

Estimated Uses of MTW Funding for the Fiscal Year

PHAs shall provide the estimated uses and amounts of MTW spending by FDS line item.

Uses

FDS Line Item	FDS Line Item Name	Dollar Amount
91000 (91100+91200+91400+91500+91600+91700+91800+91900)	Total Operating - Administrative	6580264
91300+91310+92000	Management Fee Expense	2893189
91810	Allocated Overhead	0
92500 (92100+92200+92300+92400)	Total Tenant Services	4356668
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	3109631
93500+93700	Labor	0
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	8186986
95000 (95100+95200+95300+95500)	Total Protective Services	1109906
96100 (96110+96120+96130+96140)	Total insurance Premiums	408198
96000 (96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	4380637
96700 (96710+96720+96730)	Total Interest Expense and Amortization Cost	500250
97100+97200	Total Extraordinary Maintenance	50000
97300+97350	Housing Assistance Payments + HAP Portability-In	43015226
97400	Depreciation Expense	0
97500+97600+97700+97800	All Other Expenses	
90000	Total Expenses	74590955

Describe the Activities that Will Use Only MTW Single Fund Flexibility

1. Center for Employment Services – Facility that promotes employment and self-reliance by providing space to local service providers that provide career development opportunities at no cost. Partners include Charlotte Works, Jacob’s Ladder Job Center West, The Benefit Bank, City Dive, Inc and Grace-Mar Services Inc. Building maintenance is delivered by the property management.
2. With Every Heartbeat Is Life – CHA residents are trained as Community Health Workers for the National Heart, Lung, and Blood Institute’s With Every Heartbeat is Life (WEHL) initiative. They utilize a manual to train community residents about health issues and show them ways to live healthier lives.

3. **Resident Safety Initiative** – CHA implemented Resident Safety Initiatives to reduce Part I crime incident statistics for all CHA sites. The Resident Safety Division measures the Part I crimes as defined by the Uniform Crime Reporting (UCR) Program for the fiscal year. Part I crimes include burglary, assault, rape, homicide, robbery, arson, motor vehicle theft, and larceny. The initiatives include private security at the elderly sites year round, and at the family and scattered sites during the summer months. Surveillance cameras are in operation at four senior high rises and 13 family/scattered sites.
4. **Edwin Towers** – a 12-story 174 unit community undergoing comprehensive interior and exterior renovations.

V.2.Plan.Local Asset Management Plan

B. MTW Plan: Local Asset Management Plan

Is the PHA allocating costs within statute?

☐

or

☒ **Yes**

Is the PHA implementing a local asset management plan (LAMP)?

☐

or

☒ **No**

If the PHA is implementing a LAMP, it shall be described in an appendix every year beginning with the year it is proposed and approved. The narrative shall explain the deviations from existing HUD requirements and should be updated if any changes are made to the LAMP.

Has the PHA provided a LAMP in the appendix?

☐

or

☒ **No**

PHAs should provide a brief summary of any changes in the Local Asset Management Plan in the body of the Plan.

VI. Administrative

- A. A resolution is attached as Appendix C.
- B. The Charlotte Housing Authority's draft FY2015 Annual MTW Plan was posted on October 17, 2013 through November 18, 2013 at the CHA's Administrative office at 400 East Boulevard, all CHA managed properties, the agency website, the main branch of Charlotte-Mecklenburg's Public Library System, and the offices of City Hall. Notice of the Plan's viewing availability and public hearing date were posted on the website, all CHA managed sites and the following newspapers: La Noticia, Creative Loafing, Charlotte Post, Charlotte Observer. MTW staff attended community meetings for the Housing Choice Voucher and Public Housing programs to announce the MTW plan viewing dates. Notice was also attached to rent invoices of the public housing residents.

The Authority's draft FY2015 Annual MTW Plan public hearing was held on November 19, 2013 at 5:00 pm at CHA's Board of Commissioners monthly meeting at 400 East Boulevard, Charlotte NC 28203. There were no persons present to speak during the public hearing in reference to the agency's draft FY2015 MTW Annual Plan. However, CHA staff made minor word edits to the proposed Streamline Project-Based Vouchers and Public Housing Regulations and the ongoing Rent Reform initiative during the review period. These are noted in Appendix C.

- C. CHA's evaluation of the entire agency demonstration program is being conducted by The Center for Urban and Regional Studies at The University of North Carolina at Chapel Hill. The Executive Summary for the most recent Interim Assessment Report is posted as Appendix D.
- D. The Annual Statement/Performance and Evaluation Report (HUD 50075.1) is Appendix E.